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DATED JULY 1, 2016](#)



SACHI A. HAMAI  
Interim Chief Executive Officer

# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

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September 23, 2015

To: Supervisor Michael D. Antonovich, Mayor  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe

From: Sachi A. Hamai   
Interim Chief Executive Officer

## OPTIONS FOR ESTABLISHING A PHILANTHROPY LIAISON IN THE OFFICE OF CHILD PROTECTION

On June 16, 2015, this Board instructed the Interim Director of the Office of Child Protection (OCP) to work with the Interim Chief Executive Officer (CEO) to:

1. Collaborate with Southern California Grantmakers (SCG) to develop options for establishing a philanthropy liaison position within OCP, as well as necessary support for that position;
2. Identify funding for this initiative through a combination of philanthropic donations and County resources, with the County share from the Provisional Financing Unit (PFU) for implementing Blue Ribbon Commission recommendations; and
3. Report back to the Board within 60 days with estimated costs and timeframes for implementing said options and transfer the County share of funding.

The OCP has worked with the Southern California Grantmakers (SCG) to develop a plan responsive to the Board's motion and submits for your consideration the following proposal to establish a philanthropy liaison position within OCP.

*"To Enrich Lives Through Effective And Caring Service"*

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## **Background**

The final report of the Blue Ribbon Commission on Child Protection (BRCCP) recommended that the County establish a closer working relationship with the philanthropic community to help improve the child protection system, noting that the Director of the OCP “. . . should reach out to the philanthropic community and build strategic partnerships to help improve the child protection system. . . The power of public-private partnerships has been under-utilized by the County to date and should be an important strategy for improving services.”<sup>1</sup>

The recommendations presented by the BRCCP were widely supported by a coalition of private funders. These philanthropists have subsequently come together to form the Foster Care Funders Collaborative under the leadership of SCG, a regional association representing over 200 grantmakers that builds relationships between the private and public sectors and enhances the impact of individual and collaborative projects for the public good.

The SCG Funders Collaborative is specifically interested in identifying ways in which they can work with Los Angeles County to improve outcomes for our most vulnerable children and families. On June 1, 2015, the Board received a letter signed by Christine Essel, President and CEO of SCG, and Fred Ali, President and CEO of the Weingart Foundation, proposing that the Board consider establishing a philanthropy liaison within the OCP. Under this proposal, the salary of the liaison, as well as the salaries of support staff, would be equally funded by the County and philanthropy for three years. Should the Board elect to establish the philanthropy liaison as a permanent part of County government, after the three year period, all costs associated with the liaison would be borne by the County.

As described in the Board's June 16, 2015 motion, the Philanthropy Liaison would:

1. Facilitate ongoing cooperation and partnership between philanthropy and County agencies engaged with children and families, including: the Departments of Public Health, Mental Health, Health Services, Children and Family Services, Public Social Services, Sheriff, and Probation, as well as the Los Angeles Office of Education, First 5 LA, Los Angeles Homeless Services Authority, and various commissions;
2. Develop a shared agenda for joint initiatives to ensure the health and well-being of children within Los Angeles County;

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<sup>1</sup> *The Road to Safety for Our Children*. Final Report of the Los Angeles County Blue Ribbon Commission on Child Protection. (Apr. 18, 2014. p. 13.)

3. Coordinate with LA n Sync and advocate for and work toward increased national philanthropic and federal funding support for Los Angeles County; and
4. Proactively link nonprofit leaders and organizations to the work of the OCP.

The OCP, working closely with SCG and philanthropic leadership (OCP-SCG workgroup), has developed options to establish, fund, and staff a philanthropic liaison position along with the requisite support staff.

### **I. Conceptual Design of the Center for Strategic Public-Private Partnerships**

The philanthropy liaison and associated support staff would be housed in a newly created County organizational unit whose name signals its significance and distinct purpose in the County's organizational structure. The proposed name for the new unit is The Center for Strategic Public-Private Partnerships (Center or CSPP).

The Center should be housed in the OCP. This placement would be consistent with the Board's direction that the Center be housed within OCP and the focus of the SCG Funders Collaborative. If the Board determines that the Center should become a permanent part of County government the Board can explore, at that time, whether the Center should remain within the OCP, or be placed in another County office.

Based on a similar model established within the governmental structure of the City of Los Angeles, the County-SCG workgroup recommends that the new office be staffed by a total of three, full-time staff whose functional titles would be: Center Director; Associate Center Director; and Administrative Assistant. The Center Director and Administrative Assistant would be hired initially to establish the Center. The Associate Center Director would be hired last, after the Center is operational. The Associate Center Director and the Administrative Assistant would report to the Center Director who would, in turn, report to the OCP Director. The incumbent for each position would have several responsibilities including:

#### ***Center Director***

- Work collaboratively with SCG, philanthropy, and nonprofits to plan, develop, and advance those initiatives that both the County and the philanthropic community agree upon and have the most potential to support the health and well-being of children in Los Angeles County and which otherwise align with County goals and efforts.

- Serve as a conduit for ongoing communication from philanthropy and the nonprofit sector to the County and vice-versa to aid mutual understanding, address shared concerns, and strengthen the County-philanthropy relationship.
- Link the philanthropy and nonprofit community to the work of the OCP to identify opportunities for value-added collaboration.
- Identify and work with similar local and federal efforts across the nation.

***Associate Center Director***

- Serve as project manager and implementer of County-SCG initiatives.
- Support the Center Director's efforts to enhance communication between the County and SCG and link philanthropy and nonprofits to the work of the County.
- Act as the County's liaison for LA n Sync.

***Administrative Assistant***

- Provide administrative and office support to the Center Director and Associate Center Director.
- Research and analyze philanthropic, federal, state, and other funding and partnering opportunities.
- Respond to inquiries from grantees, County departments, and other stakeholders.
- Prepare status reports, presentations, and other reports as necessary.
- Collect and analyze statistical data.
- Assist in the formulation, implementation, and administration of Center initiatives.

The Center will work closely with philanthropy, nonprofits and County Departments to identify existing initiatives and efforts, identify gaps in services and program delivery, and develop with the County those initiatives that will support the County's and philanthropy's shared mission of improving outcomes for our most vulnerable children and families. Within its three-year pilot period, and as soon as it is practical to do so, the CEO should assess the Center's effectiveness and make recommendations to the Board regarding whether the Center should be retained as a permanent part of the

County's organizational structure and whether the Center should remain within OCP or be more appropriately situated elsewhere within County government.

### **Recommendation**

- Establish the Center within the OCP;
- Hire three full-time staff to conduct the work of the office; and
- Conduct an assessment of the Center's work as soon as it is practical to assist the Board in deciding whether the Center should become a permanent part of County government after the three-year pilot period expires.

### **II. Staffing Recommendation**

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Although the staffing discussion below focuses on the Center Director, it is equally applicable to the Associate Center Director position. The Administrative Assistant position should be a County employee.

OCP recommends hiring a consultant to serve as the Center Director. This option allows a broad search for a candidate outside of the County with demonstrated expertise in working with philanthropy and readily supports an initial time-limited employment arrangement. The Associate Center Director can be either a consultant or an existing County employee – a consultant is preferred. OCP will pursue the consultant option initially and seek to hire an employee only if no suitable consultant can be found. The Administrative Assistant should be an existing County employee.

The first step in the selection of a consultant is to develop a scope of work that clearly identifies the role, expected deliverables, and the pricing schedule. After a consultant has been interviewed and selected for the position, the County would enter into an agreement with the consultant which would delineate the role, responsibility, deliverables, and compensation of the consultant. A notice of an opportunity for a lateral transfer will be used to hire the Administrative Assistant.

### Recommendation

- Hire a consultant to serve as the Center Director;
- Hire a consultant to serve as the Associate Center Director and seek a County employee only if no suitable consultant candidate can be found; and
- Hire an existing County employee (i.e., transfer) to serve as the Administrative Assistant.

### III. Funding Options and Cost

In reviewing models of philanthropic offices in other jurisdictions, such as the City of Los Angeles and the State of Michigan, the OCP-SCG workgroup recommends that the County and philanthropy each contribute one-half of each position's base salary. The 50:50 ratio on the base salary would be applicable whether the Board elects to hire a consultant or temporarily transfer an existing County employee. The County would provide office space, computer equipment and other necessary support as deemed necessary and appropriate by the OCP Director. Table 1 shows the estimated cost contribution from the County and from SCG.

**Table 1: Shared Cost for Consultant Team**

Working Titles	Salary Range	Half of Cost Funded Each By County & Philanthropy	
		Minimum	Maximum
Center Director	\$125,000 - \$175,000	62,500	87,500
Associate Center Director	65,000 - 85,000	32,500	42,500
Administrative Assistant	48,000 - 60,000	24,000	30,000
<b>Salary Subtotal</b>	<b>\$238,000 - \$320,000</b>	<b>\$119,000</b>	<b>\$160,000</b>
Cost: training, convenings, printing, travel, publications	10,000	5,000	5,000
<b>Total Cost</b>	<b>\$248,000 - \$330,000</b>	<b>\$124,000</b>	<b>\$165,000</b>

*Note: County will provide work space, supplies, office phone and other essential work implements.*

Based on the responsibilities and desired characteristics of the Center Director, Associate Center Director, and Administrative Assistant, the OCP recommends that the salary range for each position be equivalent to the salary ranges identified in Table 1 above. However, actual salary placement within each range will depend on a number of factors including each candidate's qualifications, demonstrated skill level, and salary history.

The OCP has worked with the CEO's Compensation and Classification Division (Comp/Class) to discuss the proposed salary ranges for each position. For any position that will be filled by a County employee during the three-year pilot period, the Comp/Class Division recommends that the OCP submit a duty statement to enable Comp/Class to conduct an analysis of the proposed salary range. As such, no duty statement need be submitted for the Center Director since this position will be filled by a consultant. It is unlikely that a duty statement is needed for the Associate Center Director position since OCP will look to a consultant to fill this position. However, out of an abundance of precaution, OCP will submit a duty statement for the Associate Center Director. Finally, OCP will submit a duty statement for the Administrative Assistant position. In the unlikely event that CEO Comp/Class recommended salary range exceeds the proposed OCP salary range by more than 15 percent, OCP will provide notice to this Board and, barring instructions to do otherwise, will hire within the CEO Comp/Class recommended salary range.

SCG will be the fiscal agent for the philanthropy-supported costs of the Center. Per the Board's June 16, 2015 motion, the County's shared cost the PFU account established for the purpose of implementing the BRCCP recommendations will be used to support the Center during the initial implementation period. If the Board elects to make the Center a permanent part of County government, the OCP recommends that funding be shared by the County departments identified in the Board's June 16, 2015 motion, and other departments as appropriate.

### **Recommendation**

- Hire all Center staff within the salary ranges proposed above;
- Should CEO Comp/Class recommend a higher salary range, hire within the recommended salary range after giving notice to the Board;
- Enter into a shared funding agreement with the SCG;
- Enter into consultant agreements for the Center Director and Associate Center Director positions; and
- Share funding costs among County Departments if the Center should become a permanent part of the County's structure.

#### **IV. Timeframes for Staffing the Center for Strategic Public-Private Partnerships**

OCP estimates that the Center can be operationalized within 90 days of receiving direction from the Board to do so. All Board offices will be invited to participate in the interviewing process for the Center Director. The list below identifies the necessary steps that must be taken and authority provided in order to operationalize the Center.

##### **Next Steps**

In order to proceed with establishing and operationalizing the Center, several tasks must be completed as follows:

- The Center must be established within the OCP;
- OCP must enter into a funding agreement with SCG for the purposes described in this report, not to exceed the maximum amount of the County's shared contribution for funding the salaries of the Center Director, Associate Center Director, and Administrative Assistant and other identified costs;
- The OCP may need authority to enter into a funding agreement with consultant(s) for the purposes described in this report, not to exceed the maximum amount of the County's shared contribution for funding the salaries of the Center Director, and/or the Associate Center Director;
- OCP will request ordinance authority to hire the Administrative Assistant;
- The CEO requires authority to move a sufficient amount of funding out of the PFU account to cover the County's share of cost; and

Within 90 days of hiring the Center Director, the OCP will submit a draft report to the Board identifying joint, preliminary, OCP-philanthropy initiatives to seek input and feedback on the proposed initiatives.

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If you have any questions on this report, please contact Fesia Davenport at (213) 974-1186, or by email at [fdavenport@ceo.lacounty.gov](mailto:fdavenport@ceo.lacounty.gov).

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# COUNTY OF LOS ANGELES OFFICE OF CHILD PROTECTION

KENNETH HAHN HALL OF ADMINISTRATION  
500 WEST TEMPLE STREET, ROOM 383  
LOS ANGELES, CALIFORNIA 90012  
(213) 893-2010

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July 1, 2016

To: Supervisor Hilda L. Solis, Chair  
Supervisor Mark Ridley-Thomas  
Supervisor Sheila Kuehl  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: Judge Michael Nash (Ret.)   
Executive Director, Office of Child Protection

## **PROGRESS UPDATE ON THE CENTER FOR STRATEGIC PUBLIC-PRIVATE PARTNERSHIPS**

The Board of Supervisors established the Center for Strategic Public-Private Partnerships (Center) within the Office of Child Protection (OCP)<sup>1</sup> on October 6, 2015, following a recommendation made by the Los Angeles County Blue Ribbon Commission on Child Protection. The Center is charged with “develop(ing) a collaborative relationship between the County and philanthropic community” and “a shared agenda for joint initiatives to ensure the health and well-being of children within Los Angeles County.”<sup>2</sup> On April 1, 2016, Kate Anderson commenced her work as the Center’s Director. This memorandum provides an update on the Center’s progress over the last 90 days, and identifies preliminary areas of shared interest and emerging joint initiatives.<sup>3</sup>

The Center exists because of the vision and generous support of Philanthropy, through Southern California Grantmakers,<sup>4</sup> and the County of Los Angeles. These partners have provided not only the financial assistance needed to make the Center possible, but also staff support that has been instrumental in the Center’s successful launch.

<sup>1</sup> October 6, 2015 Motion by Supervisors Hilda L. Solis and Sheila Kuehl

<sup>2</sup> June 16, 2015 and October 6, 2015 Motions by Supervisor Hilda L. Solis and Sheila Kuehl

<sup>3</sup> September 23, 2015 Interim CEO Letter “Options for Establishing a Philanthropy Liaison in the Office of Child Protection”

<sup>4</sup> The Ahmanson Foundation, Annenberg Foundation, Blue Shield of California Foundation, California Community Foundation, The California Endowment, Community Partners, David Bohnett Foundation, Conrad N. Hilton Foundation, The James Irvine Foundation, Liberty Hill Foundation, Pritzker Foster Care Initiative, The Ralph M. Parsons Foundation, and Weingart Foundation

## **OVERVIEW OF ACTIVITIES TO DEVELOP SHARED AGENDA**

Given the goal of developing a shared agenda, the Center Director engaged in an intensive listening tour of over 70 in-person meetings and participated in over a dozen conferences with the following stakeholders:

- Board Deputies from Each of the Five Supervisorial Districts
- Philanthropic Leaders
- County Department Personnel
- Community-Based Organizations
- Union Representatives
- Commissioners from Child-Serving Commissions
- Business Community

The resounding message from all stakeholders was that the Center was important and needed. The County, Philanthropy, and Community-Based Organizations see the value and strength of working closely together. They want more than episodic projects; they want a formalized structure to help them forge on-going collaboration and partnership.<sup>5</sup>

To do this, the Center will employ multiple strategies. Fundamentally, it will be a translator helping to span the different cultures of each sector, demystifying each to the other and developing a common language. It will facilitate conversations that spark collaboration and help broker joint initiatives. It will identify resources in each sector that can catalyze projects or initiatives. Ultimately, the Center is a place to build relationships so that together we can better achieve our shared vision of improving the lives of Los Angeles County's children and families.

## **PRELIMINARY SHARED AGENDA AND JOINT INITIATIVES**

From this process, three areas emerged as priorities for both the County and Philanthropy: Prevention; Recruitment and Retention of Resource Families; and Transition-Age Youth. In addition, some of the Center's joint initiatives cut across multiple areas.

### **1. Prevention Efforts**

Preventing children and families from entering the child welfare system is a strong area of alignment identified by Philanthropy and the County. As the Blue Ribbon

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<sup>5</sup> We would like to acknowledge the significant contributions of The Center on Philanthropy & Public Policy, University of Southern California and in particular, its publication, "*Philanthropy and Government Working Together: The Role of Offices of Strategic Partnerships in Public Problem Solving*", in building the knowledge base of this emerging area.

Commission noted, “[t]he most cost-effective way to reduce the rippling costs of child welfare is to prevent abuse in the first place.”<sup>6</sup>

The OCP is convening a monthly multi-departmental prevention workgroup to develop a Countywide Prevention Plan. The Center is working closely with child welfare and early childhood funders to support this effort. Opportunities for joint initiatives thus far include: 1) supporting an in-depth qualitative inventory of the many networks that serve this population (i.e., Best Start, Health Neighborhoods, Promise Zones, etc.) to better ensure connections between them; 2) expanding and sustaining access to high quality home visitation programs; 3) working with County Departments, the Prevention and Aftercare Networks, and other community based organizations to determine what services should be expanded and/or created; and 4) working with the newly created Office of Financial Empowerment to expand economic opportunities for families, which is a key prevention strategy.<sup>7</sup>

Engaging families and strengthening social networks is another key element of successful prevention and the Center is helping with this by supporting the County’s successful Parks After Dark program. An evaluation conducted by the Department of Public Health found that families felt safe and more socially connected when they participated in Parks After Dark.<sup>8</sup> The County has expanded the Program from nine to twenty-one parks this year, and the Center is engaging the Philanthropic Community to facilitate support for future summer programs.

## **2. Recruitment and Retention of Resource Families**

There is also strong alignment around strengthening efforts to place children with relative caregivers, as well as recruiting and retaining non-related resource families. Los Angeles County and Philanthropy are concerned about the critical shortage of families needed to meet existing demand. As Continuum of Care Reform (CCR) is implemented, and congregate care capacity diminishes, the demand for resource families, including those willing to accept children with specialized mental health needs, will rise even further.

The Center is pursuing multiple avenues to help address this challenge. One promising path is to develop a structure for innovative public-private partnership pilots. Examples of areas for such pilots include: 1) culturally-specific recruitment efforts; 2) alternatives to traditional group home settings; 3) well-coordinated engagement of the faith-based community; and 4) effective support of relative caregivers.

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<sup>6</sup> *The Road to Safety for Our Children*. Final Report of the Los Angeles County Blue Ribbon Commission on Child Protection (Apr. 18, 2014, pg. 26)

<sup>7</sup> Prevention Initiative Demonstration Project (PIDP) Year Two Evaluation Report: Executive Summary Vol. 1 pg. 6 (noting that economic empowerment is a key prevention strategy).

<sup>8</sup> Los Angeles County Department of Public Health. *The Potential Costs and Health Benefits of Parks After Dark Rapid Health Impact Assessment*, Executive Summary; September 2014.

Additionally, the Center is exploring the idea of facilitating a national review of best practices in recruitment and retention (including Allegheny County), supporting the Department of Children and Family Services's (DCFS) request for cost data on recruitment efforts, and supplementing resources to strengthen the capacity of DCFS to address the implementation of CCR. The County and Philanthropy also recognize that marketing is a strength of the private sector; accordingly, the Center will work with private-sector partners to develop marketing strategies to recruit resource families.

The Center has also connected group homes and foster family agencies, which will be impacted by CCR, to the Nonprofit Sustainability Initiative (NSI), which facilitates the exploration and pursuit of partnerships, as well as strategic restructuring opportunities, in the non-profit sector. As a result of CCR, a number of group homes are likely to consider changing and/or expanding their models and services. The Center will continue to link Community-Based Organizations impacted by the reforms of CCR with the NSI.

### **3. Support of Transition-Age Youth (TAY)**

There is also great enthusiasm and alignment to support our TAY population. These youth are particularly vulnerable as they transition into adulthood. They often lack a network of supportive adults, and have limited access to career, education, and other resources. The County and Philanthropy are committed to providing the foundation and support necessary to strengthen the resiliency of these youth.

An emerging initiative in this area involves preventing homelessness. The County has undertaken an unprecedented effort to address this issue, and the Center will partner in that effort to support TAY. Another area of existing public-private initiatives is in addressing TAY educational and workforce challenges, which the Center will also support. Additionally, the Center will work with Philanthropy to help the newly created Center for Financial Empowerment meet needs of these youth.

The County and the private sector are also jointly working on supporting TAY reproductive health needs, as well as needs for expectant and parenting youth. Together, the County and the private sector have already implemented truly groundbreaking models of support teams and curriculum that have been emulated by other counties. The Center is partnering to strengthen and enhance these services.

Finally, the Center will devote attention to Commercially Sexually Exploited Children (CSEC) and crossover youth. Our system-involved youth are disproportionately more likely to be CSEC. The Center is working with the CSEC Integrated Leadership Team to explore federal and other funding opportunities to combat this problem. Likewise, high-need foster children risk crossing over into our juvenile justice system. Strong supports and interventions can reduce this risk and initiatives already underway, such

as the Shared Core Practice Model, hold promise to better serve these children by addressing their underlying needs early on.

#### **4. Cross-Area Initiatives**

There are also some promising joint initiatives that cut across these focus areas.

In October of 2015, the County commissioned a scan of available County services for LGBTQ youth. County Departments welcomed the scan, and requested more interviews than contemplated in the initial scope. This is an unprecedented opportunity to gain a deeper understanding of how we are serving, or failing to serve, our LGBTQ youth. The Center is working with philanthropy to fund the expanded scope so that the additional interviews can be completed.

The Center is also actively engaging with a group of foundations that have embarked on an initiative to make Los Angeles a trauma-informed County. The Center is excited to work with these philanthropic partners and the County in helping to infuse a trauma-informed lens throughout the work with our children and families.

Finally, an initiative still very much in the early stages of development would use cross-sector measurements of the health and well-being of Los Angeles communities to ensure that our services align with the most pressing needs of our children and families. This work is at the heart of the OCP's charge, and the Center is exploring ways to support it.

#### **NEXT STEPS**

The next steps for the Center will include:

##### **1. Finalizing a "Shared Agenda for Joint Initiatives"**

The Center will take the input and feedback from this preliminary Shared Agenda and work with stakeholders to finalize a "Shared Agenda for Joint Initiatives" by the end of the calendar year.

##### **2. Formalizing Advisory Structures for the Center's Work**

The collaborative nature of the Center's work involves partnering with a multitude of stakeholders. The Center will develop formal advisory structures and forums to guide the Center's ongoing work by the end of the calendar year.

One such forum already in place is the Child Welfare Funder's Collaborative, originally formed by Southern California Grantmakers (SCG). The Center, in partnership with SCG, will now convene this Collaborative.

### 3. Move Forward on Identified Joint Initiatives

Because of the urgency of the needs of the children entrusted to the County's care, some of the initiatives described above will move forward before the formal Advisory Structures and Shared Agenda are finalized. The Center will proceed with initiatives that meet these criteria:

- Builds upon priorities defined in the Office of Child Protection's Strategic Plan
- Is a shared priority held by both the County and Philanthropy

If you have any questions, please contact me at 213-893-1152 or by email at [mnash@ocp.lacounty.gov](mailto:mnash@ocp.lacounty.gov), or your staff may contact Kate Anderson at 213-893-2538 or by email at [kkanderson@ocp.lacounty.gov](mailto:kkanderson@ocp.lacounty.gov).

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